NOTES ON MEETING OF IS&R EVALUATION COMMITTEE

PART I

Current Status of the IS&R Project at 3I

A meeting of the Evaluation Committee was held on April 3, 1969, at the project office in Washington, D. C. Members of the committee attending were: Francis Decker, Dr. Frank Colby, Simon O'Shea, and Dr. A. W. Burke, Jr. Other persons in attendance were John Sharp and Richard Talts. Mr. Talts is Assistant Director of Development at the Philip Morris Research Center, and he has background and experience in chemistry, engineering, financial economic analysis and computer technology.

Mr. O'Shea reported that he had visited 3I on April 2, 1969. No one associated with the Evaluation Committee has inspected the tobacco industry's IS&R project at 3I since P. H. Leake and J. Murphy did in September of 1968.

O'Shea reported that he obtained a number of 3I's internal control forms used for the IS&R project, and that the situation at 3I appeared to be somewhat improved over that existing in past months. Documents are not "drifting around", control points have been established: (a. bibliographic, (b. project, (c. production. Physical separation of intellectual and other processing has resulted in some improvement, there is little backlog of documents, the stages through which work flows seem to be organized, indexers are working on literature appearing in April 1969 journals with the exception of foreign language material.

There are still some "weak spots", however, which exist with respect to 3I's efficiency of operation and personnel used on the IS&R project: (1. production control is poor, but is working, (2. there has been almost a total turnover of the personnel connected with the IS&R project, (3. of a total of seven 3I indexers, only three have long term experience. There are only two experienced indexers working on the IS&R project. (4. No one seems to be adequately supervising the intellectual aspects of the work--abstracting and indexing. (5. Some personnel are being overworked. Typing work is taken home in some cases. (6. Work "levels" do not exist--some personnel are being trained to do both editing and abstracting. (7. There are too many production managers on the project. There should be one person made responsible for production control. (8. Separate accounting procedures don't exist, and special request work involves tying up time of high level 3I personnel on the IS&R project.

Mr. O'Shea reported the following miscellaneous information: (1. Aperture card production (sets) has now reached approximately 19,400. 3I has always overstated the number of aperture cards delivered, however. (2. There are nine banks, eight high of conserv-a-file type units containing hard copy for the IS&R project. Since storage is already voluminous, this could become a problem. (3. Fred Giller has continued to send many documents to O'Shea for assistance in determining if they are in scope. Also, Mr. Giller has been placed in charge of customer relations at 3I. (4. There are two complete sets of aperture cards in existence at 3I. There is some question and concern as to where they are being kept and if the conditions of storage for these sets will preserve them properly for future use.

Dr. Colby reported that the 3I organization is in trouble concerning project work contracted to them by the National Institutes of Health. Apparently, 3I has fallen short somehow in fulfilling this contract and NIH is taking action against 3I.

2022189522

Source: https://www.industrydocuments.ucsf.edu/docs/xpmx0000

PART II

The Computer Program

The computer program (a duplicate, supposedly) used for searching the data base of the IS&R system, and held by Covington and Burling to now, has been handed over to a private consulting firm for assistance in determining the authenticity of the program.

Mr. O'Shea reported that thus far, the program does not work. The necessary control decks have not been provided by IP, and it also appears that there has been some "scrambling" of the program according to Mr. Benboe, with whom O'Shea has consulted with in this matter.

Richard Talts informed the committee that the problem may not be primarily a control problem, but rather an "OS" (operating system) problem. Operating systems vary according to particular hardware configurations. A program may not work with various systems without a great deal of program analysis requiring time. Mr. Talts estimated that 3 to 4 months would be required (this assumes 3I's full cooperation) to decipher such a program and to render it workable on another computer.

If the full cooperation of 3I cannot be had, there may be a $10,000 to $15,000 expense involved in unscrambling this computer program.

Assuming a great deal of luck, full cooperation of 3I, and taking into account the work presently being done on the program, Talts said the program possibly could be made workable in 2 to 2½ months.

PART III

In House Operation of a Legal IS&R System

On March 26, 1969, General Council directed the Evaluation Committee to prepare a detailed plan of action for converting the IS&R System to an in-house operation.

In accordance with the Committee's suggestion of a modified assignment (Reference Decker's letter to Mr. Mass, dated March 27, 1969) the Committee identified its task--to formulate alternatives for an in-house IS&R system based on information presently available to the Committee with respect to (1. availability of space and personnel, (2. delays and time involved in setting up, (3. costs, (4. location of the system. The following assumptions were made in accordance with directions from General Council: (1. ownership of the system, (2. ownership of the program, (3. location of a project office in Manhattan.

There was general agreement with Mr. Decker's view that the committee's written presentation to General Council should stress those issues which are fundamental to the creation of an in-house IS&R operation--those issues which only General Council could and would have to decide upon before any further action or planning could be accomplished.

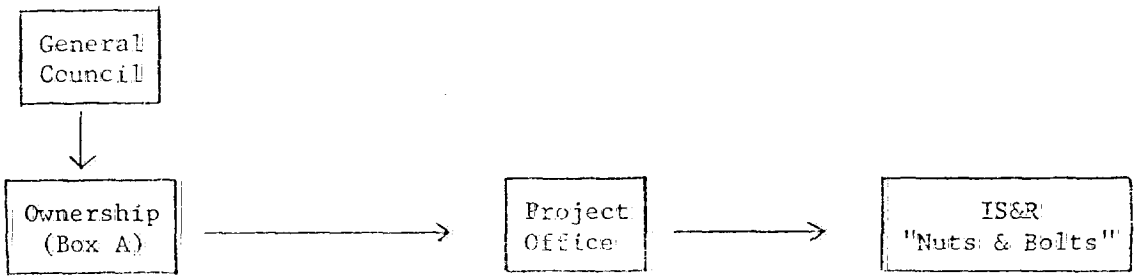
Such a preliminary report may serve to help General Council understand the magnitude of the task at hand. Maybe a preliminary feasibility report could even effect

2022189523

Source: https://www.industrydocuments.ucsf.edu/docs/xpmx0000

a preservation of the industry's investment in IL. Although there seems to be little chance for this, there are those who advocate such preservation as the most feasible of all possible choices.

For discussion purposes, an IS&R system was depicted schematically as follows:



Concerning ownership (Box A), the following alternatives were mentioned: (1. Covington and Burling, (2. Some law firm not presently associated with the tobacco industry, (3. A law firm which is presently associated with one or more of the tobacco companies--Webster, Sheffield, Fleischmann, Hitchcock & Brookfield; and Chadbourne, Parke, Whiteside & Wolff were suggested, (4. Set up an IS&R system as an adjunct to the Council for Tobacco Research, or the Tobacco Institute, or Central Files (the latter not an organization paralleling the others).

In addition to ownership, a number of other topics were regarded as constituting areas requiring decision by General Council. Concerning liaison for example Mr. O'Shea pointed out the desirability of having one person who meets with General Council to assume a supervisory, liaison function. This should be one who would become familiar with the users of the system, with the management of the system, and with the overall system in general.

Other areas mentioned requiring decision and consideration were contracting, legal advice and liability, and administration.

The following alternatives were mentioned concerning location of an IS&R system headquarters: (1. Manhattan, (2. Washington, D. C., (3. Philadelphia, (4. Boston, (5. Kansas was mentioned.

It was generally agreed that Manhattan would be the best choice in spite of somewhat higher costs there. Advantages of a Manhattan location were mentioned--user proximity, perhaps the best labor market, system adjunct possibility (CTR), proximity with Central Files.

It was felt that an IS&R system located in Manhattan could continue to be responsive to the needs of the Tobacco Institute without difficulty.

Regarding floor space for an IS&R headquarter operation, Mr. Talts expressed some doubt that 4500 square feet, estimated by Dr. Colby, would be adequate for the operation. He based his doubt on the number of personnel and the amount of equipment projected for an in-house system. (Reference Mr. O'Shea's letter of December 6, 1968 to C & B). At $9.50 per square foot per year, 4500 square feet would cost $42,750. The possibility of having to alter newly rented space also exists and would add to initial cost.

2022189524

Source: https://www.industrydocuments.ucsf.edu/docs/xpmx0000

It was felt that a minimum of two months time would be required to move into new quarters and that 6+ months would be required to set up service to users to any great extent.

It required from November 1966 to June 1967 for 3I to set up the current system, and 3I did not have the problem of hiring all new personnel for the project.

Obtaining good personnel is a major problem, one which could cause months of delay in establishing a full scale in-house operation. The following means for obtaining personnel were suggested: (1. place ads in Science and in C & E News, (2. Certain professional organizations have placement offices, (3. employment agencies.

It was suggested that arrangements might be made with the firm of Webster, Sheffield, Fleischmann, Hitchcock & Brookfield for the purpose of establishing an initial base from which to hire personnel for the in-house system.

Computer Search Service would have to be contracted out. Mr. Talts stated that this should not take long in Manhattan. There is the possibility that aperture card work would have to be contracted for outside, at least initially.

Dr. Burke suggested that all indexing and abstracting work currently being done at 3I for the IS&R project be terminated the end of April. This might ease the pressure on 3I which is now experiencing an increased financial burden by having to hire and train new personnel to keep up with the IS&R project work. Such action might facilitate negotiations with 3I to carry on the Computer search service part of the system as well as some of the aperture card work for a period of time sufficient to allow for phasing in a full scale operation in Manhattan. If 3I would continue these aspects of the work, there perhaps would be less interruption of service to users during the changeover.

It was generally felt that it would be better to organize the IS&R system as a separate entity initially rather than as an adjunct to the CTR information service. The intent and scope of literature coverage of CTR is different from that of the IS&R project. Any combination would involve orienting CTR personnel, which could be difficult. There are some advantages, however, in such a combination. Duplication of library facilities and library personnel would be eliminated as would duplicate journal subscriptions.

Another possibility mentioned was that of an initial cooperative arrangement between Central Files and an IS&R group with a gradual melding of the two.

Dr. Cahnman of Central Files and Mrs. Cohen of the Council for Tobacco Research may be able to be of some assistance in providing hard copy of literature materials to IS&R users during the time required to relocate the IS&R project office and to set up a full scale IS&R service.

Relative to costs, Mr. Talts indicated that, on the basis of the work force discussed, 750 to 800 thousand dollars seemed a reasonable estimate for an annual budget of the total IS&R project.

For additional cost data, see O'Shea's memo to C & B, dated December 6, 1968, and cost data supplied by Dr. Colby.

2022189525

Source: https://www.industrydocuments.ucsf.edu/docs/xpmx0000

From: Frank C. Colby April 9, 1969

REVISED ESTIMATE ON "INHOUSE" OPERATION OF 3i SYSTEM

PRELIMINARY ESTIMATE FOR EVALUATION COMMITTEE INTERIM REPORT

It is believed that doing the 3i operation inhouse will cost $800,000. This includes the current cost of the operation of the Project Office and the fees for Covington & Burling or an equivalent legal advisor in the amount of $31,000. To this, about $120,000 must be added as non-recurring expenses for purchase of the "programs", office furniture, etc. These figures assume an annual intake of about 10,000 documents. If the document intake is reduced to 5000 per year, operating costs will be reduced only by about $150,000 and reduce the total to about $650,000 with non-recurring expenditures reduced by not more than $30,000 and come to about $90,000.

The preliminary estimate is based on the following assumptions which also explain why the contemplated operations are more costly than the "revised" 3i figures. A more precise estimate can be made only after the 3i operations have been inspected on location in some detail.

(1) I believe that even the revised 3i figures (as estimated by Dr. Burke of American Tobacco Company) are below actual 3i expenditures and/or costs.

(2) The plan provides for personnel of a substantially higher caliber and concomitantly higher salaries than those paid by 3i. This is done because I believe that one of the major reasons for the intellectual and other deficiencies in the 3i operation is the employment of insufficiently qualified personnel which, in addition to lessening the desirable output, leads to frequent turnover and this aggravates the quality problem.

(3) Provision has been made for having sufficient personnel to add all those features to the operation which the Evaluation Committee considered essential in its November report.

2022189526

Source: https://www.industrydocuments.ucsf.edu/docs/xpmx0000

Mr. Decker reiterated the following points requiring attention and decision on the part of General Council: (1. where (IS&R location)? (2. Supervisory cover (C & B or other)? (3. Project Office location? (4. General Structure (corporate or other)? (5. Budget (what is the limit)? (6. Give this project the assistance of Central Files.

Mr. Decker will give further consideration to the concept of ownership and to personnel. Mr. O'Shea will compile information concerning administrative and organization aspects of an IS&R system, as well as information and estimates on time delays. From this material and from this day's deliberations, Mr. Decker will draft the Evaluation Committee's feasibility report which is to be sent directly to General Council by or before April 15, 1969.

J.D.S.

JDS:JCW
4/9/69

2022189527

Source: https://www.industrydocuments.ucsf.edu/docs/xpmx0000